

Kumaun University , Nainital
Faculty of Commerce and Management
Ph.D. Course Work – 2010

1.0. Objective of the Course:

The course is intended to attain the following objectives:

- 1.1. To strengthen and further add to the research skills acquired by students at post graduate level.
- 1.2. To acquaint students with recent advances in the subject-field.
- 1.3. To develop among students skills of extensive and intensive study for the purpose of carrying out research.
- 1.4. To enable students in preparing concrete research proposals that they may actually undertake after completion of the course.
- 1.5. To equip students with skills needed for scientific writing and communication.
- 1.6. To facilitate development of academic activism among students.
- 1.7. To foster scientific-research conducive attitudes and ethical values among students.

2.0. Course Procedure :

In order to fulfil different objectives, the course is envisaged to be organized as:

- 2.1. A participative, activity oriented process, wherein students are expected to be active learners;
- 2.2. Formatively and continuously evaluated process, with provision of both qualitative/suggestive and quantitative feedback to students, rather than being a terminally evaluated process through one or other form of written examination;
- 2.3. A process of learning facilitated by teacher, rather than being a teacher centred process in which knowledge is provided by teacher in a lecture mode; and,
- 2.4. A process of learning, wherein students are engaged in learning and synthesizing knowledge, rather than being passive receivers.

3.0. Admission to the Course and Course Structure :

- 3.1. The course shall be of a duration of six months, to be successfully completed by each candidate before being qualified for submitting application for registration for Ph.D. before the Research Degree Committee.
- 3.2. The Directorate of Research and Extension, Kumaun University, Nainital, shall conduct Ph.D. entrance examination in each academic session, subject to availability of vacancies for Ph.D. in the department. The procedure of this examination shall be as specified by the Directorate of Research and Extension, Kumaun University, Nainital.
- 3.3. Admission to the course shall be made by Head of the Department, on the basis of merit list prepared by the Directorate of Research and Extension, Kumaun University, Nainital on the basis of (a) marks obtained in the entrance examination and (b) possession of M.Phil. degree and/or certificate of passing NET/ SLET and other equivalent examinations by the applicants. The Head of the Department shall follow a process of counselling, as prescribed by the Directorate, for allotment of

supervisor(s) and/or areas of specialization(s) for Ph.D. work to the candidates.

- 3.4. Reservation of seats for candidates of SC, ST, OBC and other categories shall be in accordance to the rules and regulations specified by the related statutory body of the university and/or the State/ Central government, as applicable from time to time.
- 3.5. The number of vacancies for Ph.D. work in each session shall be notified by the Directorate of Research and Extension, prior to holding the entrance examination. The Directorate shall decide these vacancies in consultation with the Head of the Department, who shall in turn assess these in view of the number of teachers available and willing to supervise Ph.D. work in a particular session.
- 3.6. The course shall be organized on a full time, regular basis, during which students admitted to the course shall have to be present for at least 80 percent of the working days. The concerned department shall maintain a record of each student's attendance and leaves (maximum of 20 percent of working days) granted to him/her.
- 3.7. The course shall be constituted of Study-Papers and Academic participation and leadership**

3.7.1. **Study-Papers** : These shall include :

Paper- I : Research Methodology in Commerce and Management

Paper-II : Recent Advances in the Field of Commerce and Management

Paper-III: Specialization Papers: Each student admitted to the course shall have to undergo one Specialization paper out of six (06) specialization papers being offered in the department. Each student shall be allocated to a specific specialization paper at the time of admission. Following specialization papers are being offered in the department at present (Year: 2010)

Paper-III (1) : Marketing Management and policy

Paper-III(2) : Financial Management

Paper-III(3) : Cost and Management Accounting

Paper-III(4) : Human Resource Management

Paper-III(5): management concept and organizational Behaviour

Paper-III(6): Theory and practice of Economic planning

The list of specialization papers being offered in the department is subject to change and new specialization papers may be added further by teachers in future through Board of Studies.

- 3.7.2. **Academic participation and leadership**, including discipline, regularity and sincerity in the course.
- 3.7.3. Each of the above three study-papers shall carry a weight of 100 marks.

4.0. Organization of teaching-learning experiences:

- 4.1. The course shall be organized at the concerned department of Campus/Colleges, where the student take his/her admission.

- 4.2. Teaching related to Paper-I and II shall be managed by the Head of department through their departmental colleagues.
- 4.3. Teaching-learning experiences related to Paper-III shall be organized by the teacher(s) who have offered to supervise Ph.D. work in a particular specialization area.
- 4.4. Allocation of teacher-student interaction sessions for different study papers shall be as follows:
 Paper-I : 20 sessions (each of 1.30 hours)
 Paper-II : 15 sessions (each of 1.30 hours)
 Paper-III: 20 sessions (each of 1.30 hours)
 This will be in addition to the time devoted by students in carrying out different assignments allotted to them.

5.0. Evaluation/ Examination of students:

5.1. The evaluation of the progress in each paper would be based on credit system that would be evaluated throughout the course of study. The credits would be based on internal evaluation, assignments, class work, seminars, presentations, discipline and regularity, viva-voce. Each paper would consist of 100 credit points as per following criteria.

(I)	Internal evaluation	20 credits
(II)	Assignments	20 credits
(III)	Class work	10 credits
(IV)	Seminars/ Presentation	20 credits
(V)	Viva-voce	20 credits
(VI)	Discipline/ regularity	10 credits
	Total	100 credits

Information regarding result shall be communicated to the Director of Research and Extension, Kumaun University, Nainital. by the respective Head/ Supervisors of the concerned Departments/Affiliated Colleges.

5.2. . Minimum credit points to be earned to "pass" the course work in each paper shall be 50 credit points . If a student fails to attain this criterion for getting a "pass" in the course, he/she shall have to repeat the course with immediate next batch. Only one such opportunity for repetition will be provided to a student. No division will be assigned to students on the basis of marks obtained by them.

6.0. Syllabi for study-papers

6.1. Paper-I : Research Methodology in Commerce and Management

6.1.1. Contents:

Nature of scientific research : Quantitative and qualitative approaches

Role of research in functional areas of business- Accounting, Finance,

Marketing, Human Resource Management, planning and business management

Research Method, Research Methodology and Research process.

Defining Research Problems, Setting Objectives, Formulating Hypothesis, Research.

Design, Sample Design.

Business Surveys- Collection of Primary and Secondary data, Design of questionnaire.

Data processing- Classification, Tabulation, Editing.

Analysis and Interpretation of Data: Uni-variate, bi-bivariate and multi-variate analysis.

Report Writing: Categories of Report, Parts of Report, Presentation of a Report

6.1.2. Suggested Readings:

- (1) Blaxter, L. Hughes, C & Tight, M., "How to Research" Viva Books, Pvt Ltd., New Delhi, 1999.
- (2) De Vaus, D.A., "Surveys in Social Research", Rawat Publications, 2003.
- (3) May, Tim," Social Research : Issues, methods and Process", Open University Press, 2001
- (4) Henn, M., Weinstein, M. & Foard, N., "A short Introduction to Social Research", Vistaar Publications, 2006.
- (5) Boyatzis, R.E., "Transforming Qualitative Informing", SAGE, 1998.
- (6) Thakur, D. "Research Methodology in Social Sciences", Deep & Deep Pub. Pvt. Ltd., 2005.
- (7) McNiff, J. & Whitehead, J., "Action Research: Principles and Practices", Routledge Falmer, London, 2002.
- (8) Broota, K.D., "Experimental Designs in Behavioural Research", New Age International Pub., 2006.
- (9) Kanji, G.K., "100 Statistical Tests", SAGE, 2006.
- (10) Best, J.W. & Kahn, J.V., "Research in Education", Printice Hall of India, 2000
- (11) Kumar, R., "Research Methodology", SAGE, New Delhi, 1999
- (12) Mohan, R., "Research in Education", Neel Kamal Pub. Pvt. Ltd., 2003.
- (13) Shepard, K., "Presenting at Conferences, seminars and Meetings", Response Books, New Delhi. 2005
- (14) Garrett, H.E., " Statistics in Psychology and Education" Paragon International Publishers, 2004
- (15) Lowenthal, K.M., " An introduction to Psychological Tests and Scales" Psychological Press (Indian Reprint), 2003
- (16) Freeman, F.S. "Theory and Practice of Psychological Testing", Oxford & IBH Pub. Co. Ltd., New Delhi, 1955

6.2. Paper-II : Recent Advances in the Field of Commerce and Mangement

6.2.1. Objectives:

- (1) To acquaint students with the emerging trends and emphasis in the field of Commerce and Management.
- (2) To enable students with an attitude to analyze and evaluate ever emerging issues in the field of Commerce and Management.

Contents:

- (1) Survey and research work in different functional areas of business.
- (2) Different dimensions of international business and its environment.
- (3) Policies and legal provisions of the government with respect to the business environment in India.
- (4) Managerial economics and their applications in managerial decision making.
- (5) Understanding of finance functions and relevant techniques of financial management.
- (6) Recent changes in financial accounting and reporting practices.
- (7) Understanding of the services and its management.
- (8) An insight into the interface of information technology with business, and to familiarize them with computer applications in business decisions.
- (9) Changing dimensions of the Modern Organization and their Management.

6.2.2. Suggested Readings:

- (1) Sam Pitroda, "National Knowledge Commission : Report to the Nation", 2006-2009, Govt of India, New Delhi.
- (2) Yazali Josephine, "Globalization and Challenges for Education", NIEPA, Shipra Publication, New Delhi, 2003.
- (3) Terenzini, P.N. & Chaffe, E.E., " Total Quality Management in Higher Education", San Francisco, Jossey Buss, CA, 1991
- (4) University News : Vols. 47 (24); 47(40); 47(41); 47(43); 47(44); 47(50); 47(48); 47(50); 48(15); 48(18); 48(19); 48(20); Journal of Higher Education, Association of Indian Universities, New Delhi.
- (5) Bajaj: management processing and organization, Excel Publication
- (6) Gosh : HRD and Managemet vikas
- (7) Sundaram and Black : International Business Environment Text and cases, PHI.
- (8) Govt. of India, Latest Economic Survey.
- (9) Mary Ellen Ceuffey, Business English.
- (10) Edwin B Flippo, Personal Management.
- (11) Subrahmanyam, et,al Personality Development, Excel Books, New Delhi.
- (12) N. Vinaykn, A Prabile of Indian Capital Market.
- (13) RBI, Report on trends and progress of banking in India, Various Issues, Mumbai.
- (14) N. Ghosh, management Control Systems, Prentice Hall of India.
- (15) Saunderr, Research malhods for Business students (Person India, New Delhi).
- (16) Smith, Malcom, Research Methods in Accounting (Sage Publ, 2007)

- (17) Smith, Thorp and Lowe, Management Research (Sage Publication)
- (18) Cereensteinand Feinman, Electronic Commerce, Tata MV Cerawhill, New Delhi,

6.3. Paper-III: Specialization Course :

6.3.1. Objectives of specialization Courses:

- (1) To develop knowledge and understanding of students on the various aspects inherent in a specialization course
- (2) To enable students to identify research issues inherent in the specialization area
- (3) To develop insight of students as to the area and topic in the specialized area that they may workup to develop their Ph.D. proposals

Following Specialization Papers are being offered by the Faculty of Commerce and Management at present. Student will be allotted any one of the following specialization paper at the time of admission. New Specialization papers may be added further by the Board of Studies of Commerce and Management in future.

PAPER-III (1)

MARKETING MANAGEMENT AND POLICY

OBJECTIVE: *The course aims to develop understanding of the Marketing functions and Strategies*

UNIT-I: Introduction to Marketing Management

Marketing-Meaning and Approaches.

Role of Marketing in Organization, 4ps & beyond, Marketing.

Challenges Marketing Process and Marketing Planning, Marketing information system.

UNIT-II: Analyzing Market Opportunities

Analyzing Market Environment- Economic, Demographic, Social, Cultural, Technical, Political & Legal

Buying Behaviour- Consumer, Business & Industrial

Measuring and Forecasting Market Demand

Unit-III: Product Management

Product- Meaning and Classifications

New Product Development

Managing Product Life Cycles

Brand Strategies and Management

Managing Service- Idea, Institution, Person, Place and Event

UNIT-IV: Pricing, Distribution and Promotion

Pricing- Influencing Factors, Approaches, Strategies and Programmes.

Channels of Distribution and Logistics

Promotion Strategies- Advertising, Sales Promotion & Public Relations

PAPER-III (2)
FINANCIAL MANAGEMENT

OBJECTIVE: *To develop and understanding of finance functions and relevant techniques of financial management*

UNIT-I: Foundations of Finance

Goals and functions of finance
Legal operating and tax environment for financial decisions
Sources short term finance
Sources of long term finance- retained earning, common stock and right issues, ADRs and GDRs
Long term debt, preferred stock, convertible securities, warrants and exchangeable, ECBs, FCCBs, lease finance.

UNIT-2: Working Capital Management

Working capital- meaning concept and cycle
Working capital management strategy
Estimation of working capital
Management of cash and marketable securities
Management of accounts receivables and inventory

UNIT-3: Cost of Capital and Capital Budgeting

Cost of Capital: concepts and methods of computation
Capital budgeting techniques and their application
Capital budgeting under conflicting situations
Capital rationing
Investment decision under risk and uncertainty

UNIT-IV: Capital Structure & Dividend Policy

Operating and financial leverage
Capital structure theories
EBIT-EPS analysis
Capital Structure Decision Making
Devidend Policy- Theories
Mechanics and Practices of Dividend Payment

PAPER-III (3)

COST AND MANAGEMENT ACCOUNTING

OBJECTIVE: *To develop an understanding of cost and management accounting tools and techniques and their application in business planning, decision making and control.*

UNIT-I: Introduction

Management Accounting in Social Context
Organization for management accounting
Designing cost & management accounting system in an organization
Behavioral aspects of management accounting
Changing world of management accounting- strategic cost management
Framework
Target costing

UNIT-II: Cost Analysis for Managerial Decision

Cost Concept, Terminology and Classifications
Cost Centres and activities
Absorption costing, variable costing and differential costing
Cost-Volume-Profit analysis, make or buy decision
Pricing Deciding for domestic and export order
Key factor utilization decision
Shut down decision
Input Mix Decision

UNIT-III: Performance Measurement

Activity based costing
Throughput accounting
Economic value added
Balanced scorecards

UNIT-IV: Cost Analysis for Control

Standard costing and variance analysis
Budgetary control and profit planning
Zero base budgeting
Activity based budgeting

PAPER-III (4)

HUMAN RESOURCE MANAGEMENT

OBJECTIVE: *To give a theoretical exposure to the students with regard to human resource management and industrial relations*

UNIT-I: Introduction

Human resource management (HRM) - concepts and functions
HR planning, job analysis and design
Job description and job specifications
Role of HR manager, HR Information system
Contemporary global trend and challenges

UNIT II: HRM Functions

Recruitment, Selection, Induction and Placement
Training and Development- distinction, identification of training need
Training Method- simulation and vestibule
Employee Discipline, suspension, dismissal and retrenchment

UNIT III: Compensation & Appraisal

Compensation and Rewards, Factors influencing Compensation-
monetary & non monetary benefits
Social Security- sinking concepts of pension
Performance appraisal- Need, method and techniques, 360 degree
appraisal, graphic rating scale, ranking method, behavior observation
scale
Performance Review.

PAPER- III (5)

**MANAGEMENT CONCEPTS AND ORGANIZATIONAL
BEHAVIOUR**

CONTENTS

1. **Emergence of Management Thought:** Nature and significance of Management Classical, Neo-classical Modern theories of Management, Process, Human Behavior and social system school, Decision theory school, Functions of a manager, Social Responsibility of managers.
2. **Managerial Functions:** Planning- concept, significance, Process or steps in planning, Organizing-concept, principles, Classical, Neo-classical and modern theories of organizing, Formal and informal organizations, Delegation of authority and responsibility, Staffing-meaning, nature, importance, techniques, Directing- nature, importance, principles, techniques, Controlling-nature, importance, process and techniques.
3. **Motivation:** Meaning and definition, nature, importance, Theories of motivation Need Hierarchy theory, Theory X and Theory Y, Two factor theory, Victor Vroom, expectancy theory.
4. **Leadership:** Meaning, importance, Principles, Leadership styles, Theories-Trait theory, Fielder's contingency theory.
5. **Interpersonal and Organizational Communication:** Concept of two way communication, Communication process, Barriers of effective communication, Types of organizational communication, improving communication.
6. **Group Dynamics, Team Development and Organizational Development:** Group dynamics-definition, importance, types of group formation and team development, Concept, need and features of organizational development, Process of Organizational development.
7. **Organizational Behaviour:** Concept and significance, Relation between management and organizational Behaviour, individual Behaviour, Personality, Perception, Attitudes.
8. **Organizational Conflict:** Meaning and definition of conflict, Reasons and types of conflict, Traditional and modern approaches of conflict, Functional and Dysfunctional conflicts, Resolution of conflict.

SUGGESTED READINGS

1. Saksena, S.C. Business Administration and Management, Sahitya Bhawan, Agra.
2. Sherleker, S.A. and Sherlekar, Y.S. - Principles of Business Management with case Problems, Himalaya Publication House, New Delhi.
3. Luthans, Fred- Organizational Behaviour, Mc Graw- Hill, New York.
4. Newstarm, John W.and Keith Devis- Organizational Behaviour, Human Behaviour at work, Tata Mc Graw Hill, New Delhi.
5. Shukla, Madhukar - Understanding Organizations, Organizational Theory and Practice in India, Prentice Hall, New Delhi.
6. Aswasathappa, K-Organizational Behaviour, Himalaya, Publication House, New Delhi.
7. Robbins, S.P. - Organizational Behavior, Prentice Hall of India, New Delhi.
8. Pareck, U.Rao, T.V. and pestonjee, D.M.- Bahavioural processes in Organization, Oxforad adn IBH, New Delhi.

PAPER- III (6)

THEORY & PRACTICE OF ECONOMIC PLANNING

CONTENTS

1. Meaning and characteristics of under developed economies, planning under different economic systems, Stages of economic growth.
2. Concept and need of economics planning: Types of planning- physical and financial planning, structural and functional planning, regional planning and emergency planning etc.
3. Pre-requisites of effective planning, methodology of planning, strategy of planning- A brief study of the strategies of balanced growth, unbalanced growth and big push.
4. Techniques of planning: The labour intensive technique vs. the capital intensive technique.
5. Planning and Control- Nature and types of control, freedom under planning.
6. Economic planning in India - Government policies: industrial policy, fiscal policy, monetary policy, EXIM policy.
7. A detailed study of the immediate preceding and the current five year plan from the View point of agricultural development, Industrial development, Price control, food policy and population policy, Public sector and economic development.
8. Major achievement and pitfalls of planning in India and the corrective measures required, Economic Reforms, liberalization and structural adjustment programmes.

SUGGESTED READING

1. Jingan, M.L. - Economic of Development and Planning.
2. Adhikari, M-Economic Environment of Business, Sultan Chand & Sons, New Delhi.
3. Alag, Yoginder K-Indian Development Planning and Policy, Vikas Publication, New Delhi.
4. Ahluwalia, I.J. - Industrial Growth in India, Oxford University Press, Delhi.

